DOCUMENT RESUME

ED 332 172 CS 211 967

TITLE Recruiting and Retaining Newspaper Minority Employees: How to Do It.
INSTITUTION American Newspaper Publishers Association Foundation, Washington, D.C.
PUB DATE Apr 86
NOTE 34p.; Some photographs may not reproduce well.
AVAILABLE FROM American Newspaper Publishers Association Foundation, The Newspaper Center, Box 17404 Dulles Airport, Washington, DC 20041 (no charge).
PUB TYPE Guides - General (050)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Career Choice; *Employment Practices; Journalism Education; Labor Turnover; *Minority Groups; *Newspapers; *Personnel Integration; *Personnel Management; Personnel Selection; *Recruitment

ABSTRACT

Intended to help newspapers--both small and large--attract greater numbers of minority employees to their various departments, this multicolor booklet is in seven sections: (1) Introduction (discussing perspectives, reasons for hiring minorities, and hurdles to jump); (2) To the Publisher; Choices at the Top (including numerous examples of successful strategies); (3) Recruiting: Throw a Wide Net; (4) Grooming Future Newspaper Staffers; (5) Interviewing and Hiring; (6) Staff Development; and (7) In Sum.... An appendix names the member organizations and officers and describes the background and general views of the Task Force on Minorities in the Newspaper Business. (SR)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED332172

Recruiting and Retaining Newspaper Minority Employees:

How To Do It

BEST COPY AVAILABLE

CS211967

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
W. Schabacker, ANPA
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
☐ This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

FOUNDATION

Recruiting and Retaining Newspaper Minority Employees: How To Do It

American Newspaper Publishers Association Foundation
April 1986

CS 211967

Recruiting and Retaining Newspaper Minority Employees: How To Do It
Judith D. Hines, Vice President and Director, ANPA Foundation: Nelson Canton: authors
Rosalind G. Stark, editor
Milt Clipper, graphic design
Hagerstown Bookbinding & Printing Co. Inc.

ANPA Foundation
The Newspaper Center
Box 17407 Dulles Airport
Washington, D.C. 20041
703/648-1000

For further information, contact Terri Dickerson-Jones, Minority Projects Coordinator, ANPA Foundation

Contents

Introduction	1
To the Publisher: Choices at the Top	4
Recruiting: Throw a Wide Net	10
Grooming Future Newspaper Staffers	15
Interviewing and Hiring	19
Staff Development	21
In Sum . . .	25
Appendix	26

BEST COPY AVAILABLE

Introduction

Recruiting and Retaining Newspaper Minority Employees: How To Do It has been developed to help newspapers—both small and large—attract greater numbers of minority employees to their various departments.

As a "how-to" publication, it is neither the last word nor the first alarm. It is simply one effort by the American Newspaper Publishers Association Foundation to grapple effectively with an issue that is a major concern for the American newspaper industry: The combined percentage of all our nation's minorities working in newsrooms is about six percent, and while the number of minorities in other departments varies greatly, evidence in most newspapers points to similarly low percentages in terms of total numbers of minority newspaper employees.

While this manual does not purport to contain a blueprint with guarantees for success, it can help you increase the number of minorities employed, if used properly and if combined with requisites such as commitment and perserverance.

Please understand that examples in this book are representative of strategies currently in use at newspapers, but in no way are meant to indicate a comprehensive list. As you read this manual, remember to leave room for—indeed to weave in—your own individual applications and plans. Such custom-tailored approaches are the best way to increase minority involvement at all levels of our business.

To assist you in planning your own approach to affirmative action, we also have prepared a Newspaper Minority Employment Plan—a questionnaire that will allow you to evaluate your own newspaper's needs and determine what actions you wish to take in the future.

Recruiting and Retaining Newspaper Minority Employees: How To Do It is intended to be a tool for use throughout the newspaper—in all departments. Recent years have seen considerable growth in the number of efforts to enhance opportunities for minority journalists. Such approaches have not yet been undertaken on an organized scale for employees in advertising, circulation, marketing, promotion or finance departments. This manual aims to add a total newspaper perspective to the wealth of programs currently available for minority newsroom employees.

ANPA Foundation hopes you will submit accounts of the minority recruitment strategies you adopt for possible incorporation in a future edition of this manual or for highlighting in our periodic newsletter, *Minorities in the Newspaper Business*.

Some Perspectives

Since at least the time of the Kerner Commission Report in 1968, newspapers have been addressing the need to involve minorities more actively in our business in a variety of ways.

ANPA Foundation sponsored scholarships for minority journalism students from 1968-76. As evidence grew that more minorities were needed in management positions, the scholarship program was replaced by the current Minority Fellowship Program, which provides financial support for minority employees from various newspaper departments to attend management seminars. The Newspaper Guild pushed for increased minority hiring, especially during the 1970s. The Associated Press Managing Editors has examined the status of minorities in the newsrooms in a series of published reports in recent years.

The American Society of Newspaper Editors has taken the most aggressive approach toward hiring and advancement of minority journalists. In 1978 ASNE established a goal of parity employment in the newsrooms by the year 2000—aiming toward a percentage of minority journalists equal to that in the general population. Toward that end, ASNE has developed many minority advancement programs in the last five years, and has employed a staff member whose sole responsibility is to oversee those programs.

For the third year in a row, the National Association of Black Journalists, the National Conference of Editorial Writers and the National Broadcast Editorial Association presented The Wells Award to the person who showed exemplary leadership in providing opportunities to minorities in journalism. The 1985

BEST COPY AVAILABLE

winner was Barry Bingham Jr., publisher of the Courier-Journal and Louisville Times; in 1984, the winner was Daniel Burke of Capital Cities Communications; and in 1983, Allen H. Neuharth of the Gannett Company was named the recipient. The award is presented in honor of Ida B. Wells, pioneer black journalist.

The pace has quickened within the last year. Twenty-seven major newspaper associations attended a Conference on Minorities in the Newspaper Business in February 1985. A few individual associations already had begun their own programs, such as the toll-free telephone line and advertising campaign mounted by the Society of Professional Journalists to draw inquiries from minorities about employment opportunities at newspapers.

The associations attending the 1985 conference have now formed a Task Force on Minorities in the Newspaper Business. This Task Force has adopted an ambitious action plan (see pages 26-27 for information about the Task Force).

A number of programs prescribed by the action plan have now been initiated. The International Circulation Managers Association has completed a survey of circulation departments to determine the extent of minority employment in all job categories. The American Press Institute organized a seminar in 1986 at which top newspaper executives could examine effective ways to hire and promote minority staff members. Several total newspaper job fairs have been held, and more are planned. Several newspaper associations have designated new minority committees and presented convention sessions addressing minority issues.

The ANPA Foundation Board of Trustees has conducted a successful $500,000 fund drive to support a special, five-year series of minority opportunity programs. *Recruiting and Retaining Newspaper Minority Employees: How To Do It* is among the first of those projects.

At this time, many groups in the newspaper industry have stepped up attention to expanded minority involvement in all facets of our business. The Task Force on Minorities in the Newspaper Business hopes to encourage all newspaper industry organizations to give minority employment high priority.

Why Hire Minorities?

An answer to the question of why newspapers should step up their attempts to hire minorities might simply be one of social justice: Equal opportunity continues to be part of the American ideal. But there are also several practical reasons for doing so.

Hiring minorities provides a newspaper with:

- A broader range of viewpoints and sensibilities with which to inform its readership.
- A staff more representative of its community—and better because of its own diversity.
- An increased readership, particularly among minorities.
- Advertisers who want to reach a minority readership.

Another question that rightfully can be asked is: Should a newspaper

BEST COPY AVAILABLE

hire minorities if its immediate community contains few minorities in its population? Without doubt, the answer is yes, and not simply because of our democratic ideals. The fact is, since World War I, we have become less and less a nation of regional isolationists. As Phil Currie, vice president/news, Gannett Co. Inc. puts it: "The ethnic makeup of your newspaper's staff can always be more extensive than the composition of your immediate community, reflecting the broader spectrum of our country. And your readership will only benefit from it."

Of course, appreciating the benefits of hiring minorities is not something peculiar to the world of newspapers alone. Most modern captains of industry have come to the same realization. In a 1984 survey conducted by a New York consulting firm, 128 chief executive officers of the "Fortune 500" were asked: "Do you plan to use numerical objectives in your corporation regardless of government requirements?" Results published in the September 16, 1985 issue of *Fortune* magazine show that 122 of the 128 CEOs polled—better than 95 percent—said they plan to continue their affirmative action efforts and programs, no matter what tone or example the government sets.

Hurdles to Jump

Whatever the manner in which we solve the problem of poor minority representation at newspapers, there are obstacles to overcome, not the least of which are assumptions about minorities that some members of the majority population have harbored for too long.

In the October 1985 issue of *The Quill*, Ellis Cose, president of the Institute for Journalism Education, recounted an experience he had in a

newsroom early in his career: "During an evening when the newsroom was exceptionally quiet, several colleagues and I were engaged in one of those late night rap sessions where virtually anything goes. Among us was a reporter who had often distinguished himself by turning lackluster reporting into prose so sickly it died before reaching the streets. That evening, during a lull, he turned to me and asked whether, in my opinion, I was employed at the newspaper because I was black."

In this essay entitled "Keeping the Faith," Cose later says: "Through much of my career and in newsrooms across the nation, I have heard that man's question phrased a thousand different ways. Indeed, I have heard it so many times and from so many different angles that I'm convinced that within the question's central assumption lies the major reason why newsrooms are still struggling so hard with basic issues of race. . . . When white males get jobs, we pretend that it's only because they're competent; when minorities get jobs, we assume it's only because they're minorities."

Unfortunately, many people in our society have made that assumption, and a few have given it voice. Breaking through such assumptions is paramount if we are to undertake successfully the task at hand and to deal with members of minority populations on an individual basis.

However, there is one assumption that *Recruiting and Retaining Newspaper Minority Employees* makes: That no manager in the newspaper industry would hire a minority applicant solely because he or she belongs to a particular group, but rather because that person has demonstrated, after undergoing the interviewing process, the potential to do the job. Therefore, throughout this book we have refrained from using the word "qualified" as an adjective to modify minorities except in the case of direct quotations. This is the only assumption we hope everyone else makes, too.

BEST COPY AVAILABLE

To The Publisher: Choices at the Top

The ultimate success of any program a newspaper undertakes hinges on the commitment of top management, especially the publisher.

Both the money and the motivation for improving coverage or production, for increasing circulation and advertising, for initiating new customer or public services—for any significant change, must come from the top.

And so it is with minority recruiting and hiring. Unless management—from publisher and editor to finance, advertising, circulation, production and human resources directors—agrees on the value of hiring minorities, the chances of success are very slim.

Setting the Stage

It is the publisher's job to engender the determination to succeed. This will demand some positive steps. Just what steps are to be taken will depend on the personality of your newspaper and of your community.

"Our management team has understood for some time that minority hiring is an important objective of this company," says Buddy Ward, president of the Atlanta Journal and Constitution. "We're stronger on the business side than on the newsroom side, because minority journalists are harder to find, but we continue to work on news-editorial."

Ward describes the Atlanta region as particularly appropriate, both in terms of population figures and available minority talent, to minority hiring at the newspaper. The city is 50 percent black; the region is 25 percent black. At the Atlanta newspapers, 33 percent of the workforce is minority.

Discussions with various managers there indicate that whatever success has been attained in Atlanta has been

a result of a general attitude and a collection of efforts, rather than one overreaching program.

- The Cox Minority Scholarship is given to minority journalism students from the time of their freshman year. Part-time and summer work is provided at the newspapers for scholarship recipients, with the expectation of employment after graduation.
- Speakers programs and career days are sponsored for city high schools and the many predominantly black universities located in Atlanta. Managers from all newspaper departments work to convince students that a wide choice of jobs is available in newspapering.
- For the Atlanta Journal and Constitution staff, a program called "The Urban Crisis" is held several times each year. A local black consultant challenges managers to examine racial stereotypes. The sessions are highly confrontational, often eliciting angry reactions, but resulting in new and greater understandings by the time the program ends. The Urban Crisis program started with top management, and now brings managers from the middle ranks together, 20 at a time. In 1985 the Atlanta newspapers presented a condensed version of this seminar, live on cable television, with community and newspaper people taking part. Tapes of that presentation are available. (See page 23 for ordering information.)

"Our reason for sponsoring this session goes back to the old Indian proverb, 'You don't know a man until you've walked a mile in his moccasins,' " says Ward.

You may feel that a program such as the Atlanta seminar would help your staff examine individual employee perceptions about race relations in general and minority hiring in particular. Or you may prefer a simple, straightforward meeting of department heads, delivering a message or memo stating your intention to enhance minority recruiting and hiring. If yours is a participatory style of management, you may want to establish a committee to work on this objective.

A similar committee has been established at the Roanoke (Va.) Times and World News. Advertising Director Bruce Bradley explains: "We had what we thought was a fairly honest commitment to do a better job in hiring minorities in advertising for the last five years. We had the best of intentions, but not enough conscious effort to effect a change. Now we have a committee of seven people looking into how the advertising department can do a better job in recruiting minorities and seeing that those minorities advance into management positions."

BEST COPY AVAILABLE

This committee determined in early 1986 to:

- Explore the possibility of holding a workshop for minority high school students to introduce them to newspaper advertising.
- Attend the University of Virginia minority job fair.
- Develop a recruitment brochure that includes minorities.
- Announce advertising jobs on a local radio show sponsored by the NAACP.
- Make a more concerted effort to fill two current advertising slots with minority employees.

Bradley says the committee will continue to meet to analyze what works best in efforts to increase minority hiring in his department.

The MBO Approach

Is your newspaper one that is run on some variation of the management-by-objective approach? More and more newspaper organizations are articulating yearly goals in terms of measurable changes. While numbers can tell only part of the story on any policy, they are often an important part.

Jim King, vice president and editor of The Seattle Times, says his newspaper's publisher, "several years ago charged all departments with the responsibility of hiring minorities. During 1985 alone, of the 185 hires throughout the newspaper, 43—or 23.2 percent—were minorities."

Numbers can be applied to minority recruitment techniques without turning the process into an exact quota system. For example, you or your committee can determine that you intend to increase the percentage of minority employees from 2 percent to 5 percent in the next year; that your newspaper will make three recruiting trips to job fairs or appropriate schools to reach out to minority candidates; that you will place at least three minority interns at the newspaper next summer; or that you will hold four meetings with minority leaders in your community during the next year.

But the magic isn't in the numbers. It's in a specific commitment to progress in the foreseeable future. "If staff members know that their success or failure in attracting minorities will be reflected in future promotions, salary increases or bonuses," says Gerald Garcia, editor and publisher, Tucson Citizen and vice president, Gannett West, "then timetables for recruiting minorities can be established and staff can be held accountable."

Inevitably, the question will arise, should quotas be considered? "I detest the idea of quotas," says Gene Cryer, vice president and editor, News and Sun-Sentinel Co., Fort Lauderdale, Fla. "We have made minority recruiting a part of the standards for performance for each senior editor and department head. The standards of performance are used at the end of the year in computing bonuses. Staff members are required to make every possible attempt; they must be able to demonstrate, if asked, that they have located and interviewed qualified applicants."

Some newspapers, however, do apply a quota system and find it useful. Managing editor Robert Bentley of The Bakersfield Californian says his newspaper "embarked upon a five-year recruitment program eighteen months ago, whereby half of all hires must be minorities until our percentages approximate those of Kern County, which is our circulation base."

Knight-Ridder's Approach to Minority Hiring

At Knight-Ridder Newspapers, senior vice president Byron Harless describes a comprehensive approach: "When I started our minority program, I began in news-editorial, where we could get new people out front; give them by-lines; provide visibility. This would give the minority employees we hired the ability to identify other minorities for all departments.

"I think it's worked to some degree, but we haven't done the kind of job in the operations side that we've been doing in news-editorial. Now we have put business-side hiring into our corporate and individual newspaper goals. We're beginning to do a more effective job; it's out there in front of us all the time.

"Every year, when our management people meet, we discuss minority issues. We ask the minority managers present to tell us how well we're doing. We're making a concerted effort to understand their needs—visiting colleges, talking with people about career goals, looking outside at talented mid- and top-level people who may never have thought of newspaper careers, but would be right for a lateral move. There are no holds barred, no areas unexplored."

BEST COPY AVAILABLE

David Halverson, executive editor of Alameda Newspapers Inc., suggests another approach. "When you have openings on your staff, tell department heads that they get no permanent hire until they get a minority candidate. They groan and moan, but when a hiring freeze is on, believe it or not, they'll come up with a good candidate."

At The Boston Globe, in response to an appeal from a group of black ministers, a five-year compact has been signed to try to make 25 percent of all new hires minority employees. After two years, the rate stands at 24.3 percent. Publisher William Taylor says, "We feel a real commitment to provide opportunities for minority members of the community, not only because it is morally 'right,' but because it is important to the economic and social vitality of the city and the region."

The Comprehensive Approach

Perhaps the best known effort of a newspaper under 30,000 circulation in expanding minority hiring has been that of the Danville (Ill.) Commercial-News. Christy Bulkeley arrived there as publisher in 1976 and began a long campaign — continued by Gary Stout, who succeeded her in 1984—to bring the number of minorities at the newspaper up to the 20 percent of the city's population.

Bulkeley described the Danville environment in 1976 as less than conducive to minority hiring:

"The community, in many ways, was somewhere back in the 1950s. . . . Neither the constructive civil rights activities and enlightenment nor the turmoil of the 1960s and early 1970s had touched Danville. Klansmen still included their klan credentials in letters to the editor.

"I was promoted to Danville late in 1976. The newspaper then had nearly 160 full-time employees. Part-timers brought the total to about 200 people. The only non-white employee was the cashier.

"She quit just days after I started."

Bulkeley began a program then that is often cited as a model today. It has included changes in coverage, in purchasing, in community contracts, in posting and advertising of job openings, in charitable giving, in individual staff members' community service, in training, in circulation practices, in attitudes toward employee turnover and in personnel evaluation procedures.

But even with those efforts, that change did not come quickly in Danville. A yearly record of employment statistics shows the following:

1977	4 minorities among 202 employees	(1.98%)
1978	4 minorities among 191 employees	(2.1%)
1979	11 minorities among 209 employees	(5.3%)
1980	10 minorities among 172 employees	(5.8%)
1981	12 minorities among 162 employees	(7.4%)
1982	18 minorities among 154 employees	(11.7%)
1983	25 minorities among 166 employees	(15.1%)
1984	21 minorities among 155 employees	(13.6%)
1985	40 minorities among 178 employees	(22.5%)

An extensive list of ideas for a comprehensive minority opportunity program has been developed by Bulkeley and is available from ANPA Foundation. Among the suggestions:

- Develop lists of minority community contacts for news staff use. Such lists should include minority clergymen and business, labor, civic, education and recreation leaders.
- Let minority staff members be the first to know about anticipated job openings so they can get the word out.
- Take inventory of the photographs in your newspaper to see if they reflect the population mix. (Prior to Bulkeley's affirmative action efforts, only about 1 percent of the engagement and wedding pictures submitted for

BEST COPY AVAILABLE

At Newsday—A Legacy of Affirmative Action

From a speech delivered at a meeting of the Task Force on Minorities in the Newspaper Business by Stanley Asimov, vice president for development, Newsday, Long Island, N.Y.

First of all, the single most important ingredient in a successful affirmative action program is that your publisher must consider it an essential part of a newspaper's role in society. For almost 20 years, from Bill Moyers to Bill Attwood to Dave Laventhol to Bob Johnson, each publisher of Newsday has been deeply committed in this area. Our parent corporation, The Times Mirror Company, has been equally committed.

This commitment goes back to 1968, when I made my first recruiting trip to Morehouse and Spelman colleges in Georgia to search for aspiring black journalists. It extends to last week when Newsday sponsored its third minority jobs conference. In between, here is some of what we've done:

We look at who we are—Starting in 1974, when I became Newsday's first affirmative action officer, we started keeping records of the minorities on our staff. We not only did it for the editorial department, but we did it for finance, advertising, circulation, production and the other departments.

The reason that we tabulated all our hires, promotions and terminations was our belief that there was no other way to measure our progress. Every year since 1974, we have compiled these figures and have made a report to our staff.

We have set goals—Since 1974, we have had an annual goal that 10 percent of hires on our news staff should be minorities. Each year we look at the composition of all the applicants to our news staff. In this 12-year period, minority job applicants—despite all our efforts to invite them to apply—have numbered only about 3 percent. Thus, our 10 percent goal has required us to stretch. And we have. In the 12-year period, we added 294 reporters and editors to our news staff. Of this number, 30 have been minorities. So 10.2 percent of our hires have been minorities. This has raised the percentage of minorities on our total news staff from 3.3 to almost 9 percent.

We have a training program—Since 1974, we have had 10 trainees. Most are still on our staff. Some have gone to other newspapers. One trainee, Dennis Bell, came from our pressroom, where he was a porter. This ex-porter was one of our team of three staff members who won the Pulitzer for foreign reporting this year. Several months ago, Dennis was named by the National Association of Black Journalists as its black journalist of the year. He is now in our Washington bureau. Ozier Muhammad, the photographer on that Pulitzer team, also is black.

We have an extensive intern program—Each year, we hire about 35 summer interns. Our affirmative action program has a goal that 25 percent of these interns be minorities. It gives young minorities an opportunity to get a taste of Newsday, and it gives us a look at them. Marilyn Milloy, one of our former minority interns, is now a minority affairs specialist on our national staff. In our 1985 publisher's award competition, she was honored by outside jurors for writing the best feature stories in Newsday during the year.

We also provide a scholarship each year to a Long Island college for a minority high school student interested in studying communications.

We network—We regularly ask our minority staff members to recommend others. We send minorities to job fairs to recruit. We listen to their recommendations. The involvement of the minorities on our staff enables us to track other minority journalists around the country. This networking is a vital element to one other important aspect of our program.

We raid—We recruit from other newspapers, and we think this is the right thing to do. We recruit for good journalists—both black and white, male and female. If a newspaper loses a minority journalist, it should get another and another and another. We don't lower our quality standards to hire a minority. The only way that we can reach our goals is to widen our labor pool. If not enough minorities apply, we feel it is our responsibility to go out and get them.

We hire over budget for minorities—At Newsday, we hire top-notch minority applicants even if we have no opening at that moment. Our philosophy is that openings will develop and, eventually, that person will go into a budgeted spot. But if we let a qualified minority pass us by, he or she may not be available when the opening develops.

We seek out minorities to promote—Hiring minorities is only the first step. A newspaper has to include them in the editing and managing structure. Les Payne is an assistant managing editor. Henry Moritsugu is one of our key new editors. Hap Hairston, a black, is city editor of our New York edition. Morris Thompson, also black, is our Latin American correspondent. Sylvia Moreno is one of our assistant Long Island editors. In other departments, Reggie Tuggle is manager of community affairs; Lew Robert is department store manager in advertising; James Miller is zone supervisor in circulation and Rembert Brown is employee benefits' administrator.

We listen to our minority staff members—We meet with members of our black caucus. In addition, we sponsor both an editorial and marketing jobs fair for minorities each year.

All Newsday executives in every department have affirmative action as part of their yearly MBO goals. And if executives don't achieve these goals, it could affect their annual bonuses.

13
BEST COPY AVAILABLE

publication were of non-whites. Now that figure is up to 20 percent, equivalent to the percentage of minorities in the community.)

- Do business with firms owned and operated by minorities.
- Make speeches to a broad selection of community groups.
- Check to see if non-traditional organizations are getting a fair share of nuts-and-bolts space in your newspaper.
- Make sure that your promotion materials reflect cultural diversity.
- Give community groups access to the publisher, not only in his or her surroundings, but in theirs.
- Watch for patterns of unconscious bias among supervisors and managers: Supporting one group of employees for promotion or training over others represented in the workforce; steering overtime work and pay toward one group; taking complaints more seriously from "traditional" groups or neighborhoods than from others; and overlooking equivalent credentials of non-traditional applicants.

Bulkeley's ideas for diversification are important first steps in recruiting minorities. They can assist you in creating an atmosphere for your newspaper that says "Welcome" to minorities, rather than "Don't apply."

Going the Extra Mile

- At the Chambersburg (Pa.) Public Opinion, Publisher JoAnne Huff-Albers hosts minority summer interns in her home, saving them rent and assuring that they will have a comfortable living environment while they train in the advertising department.
- The New Haven(Conn.) Register and Journal-Courier has named a 12-member public minority affairs board "to improve news and feature coverage of the various minority constituencies within the circulation area," according to Editor Donald W. Sharpe.
- The Chicago Tribune brought in consultants to develop a system for increased purchasing from minority businesses.
- The Easton (Md.) Star Democrat chose the last day of 1985 to publish "How Far Have We Come?" a 28-page tabloid that takes a courageous look at successes and failures in establishing racial equality in the southern, rural communities of Maryland's Eastern Shore.

BEST COPY AVAILABLE

Choices at The Top . . . What You Can Do

- ☐ Make a clear statement to your staff, in both written and spoken contacts, that your newspaper's aim is to include minorities in all levels of operation. Consider adding minority hiring and advancement to your organization's MBOs.
- ☐ Organize one or more sessions with minority leaders in your community. Ask: What perceptions do they and their associates have about the newspaper? Be prepared to hear the truth. Start then, and continue with other contacts throughout the community, to get the message to the public that your newspaper wants to be representative of all races and cultures.
- ☐ Examine coverage of, and day-to-day contacts with, your minority community. The example set by The Commercial News, Danville, Ill. (pages 6 to 8) provides good suggestions. Minority hiring will work best when minorities in your community think your newspaper is doing an adequate job of covering their activities and interests.
- ☐ Examine other aspects of your business to determine whether minorities have been unconsciously excluded. Do you buy from minority vendors? Does your advertising sales staff approach minority businesses? Is your newspaper circulating in predominantly minority neighborhoods? Some special techniques may be needed to produce positive answers to these questions, but success in these areas engenders greater success in minority hiring, and vice versa.
- ☐ Consider using the "extra slot" approach: Hire minority candidates who would make good additions to your staff, even if you have no appropriate position at the time. When a slot opens up, it will be a simple matter to make an internal transfer.
- ☐ Consider using an outside personnel consultant to work with top and mid-level managers if you find practical and psychological barriers to minority hiring and promotion. Contact minority projects staff members at ASNE or ANPA Foundation for help in this effort.
- ☐ Talk with your counterparts in the newspaper business who have been assigned to develop minority recruiting techniques on the corporate level. A representative (but certainly not all-inclusive) list of these experts includes:
  - R. Marilyn Lee, corporate director of human resources, Times Mirror Co., Times Mirror Square, Los Angeles, Calif. 90053; 213/972-3929
  - James R. Jones III, vice president/employee relations, Gannett Co. Inc., P.O. Box 7858, Washington, D.C. 20044; 703/284-6231
  - Andrew Jackson, vice president, Capital Cities/ABC Inc., 24 East 51st St., New York N.Y. 10022; 212/421-9595
  - Reginald Tuggle, community affairs manager, Newsday, Long Island, N.Y. 11747; 516/454-2183.
- ☐ Assign someone to keep track of minority issues at your newspaper, at other newspapers and within the business and educational communities. The staff person in charge may be the personnel director, an equal employment opportunity officer or someone else suited for the job. Your support of this position will help that person become known as the resource for information concerning opportunities for minorities at your newspaper, and will help set the tone for increased attention in this area.
- ☐ Don't forget the effect of relatively small things: Sharing newspaper and magazine articles on minority issues with your staff; selecting a minority employee to organize the company picnic; posting pictures of all new employees on a bulletin board. Taken together, these everyday activities will help in your program.
- ☐ Use one of the methods mentioned in this chapter, or devise your own approach, to determine how you will improve minority opportunities at your newspaper. You may want to increase the number of minorities hired, especially in certain departments. Or you may try for more minorities promoted, fewer minorities resigning or being let go and increased job satisfaction among current minority employees.
- ☐ Make a schedule for yourself to examine this issue on a continuing basis. The beginning of each quarter might be the time to assess what has worked, what has not, and what needs more attention in your minority opportunities program.

Recruiting: Throw a Wide Net

Filling Business-side Jobs

Finding employees for business-side departments can be a relatively simple process if you take advantage of all community resources. Good candidates for promotion, advertising, data processing, circulation, finance/administration, personnel and production departments may be just around the corner: they just don't know you are looking for them. The great variety of jobs at the newspaper allows you to use almost any combination of talent, experience, motivation and education.

Here are some suggested ways to go about filling immediate job openings:

- To find college and junior college graduates, check business schools, art departments, computer science programs, and marketing departments. Devote special attention to minority colleges in your area. You might find talented support staff candidates among local high school graduates. At the other end of the educational spectrum, seek out such professional groups as the National Black MBA Association in Long Beach, Calif. (213/438-2009).
- Contact local religious organizations, minority chambers of commerce, fraternities and sororities, the NAACP and the Urban League. Community organizations can help search out people currently in the job market who may want to switch to newspaper jobs once they are told of opportunities available to them.
- Advertise in minority newspapers and newsletters of minority organizations.
- Encourage all department managers to develop special resources for recruiting minorities. Circulation departments can keep track of carriers and use college students as summer replacements for vacationing district managers. Advertising departments can be on the lookout for good sales people in the businesses they serve. Adult carriers can let customers in minority neighborhoods know of job openings.
- Once the recruiting process starts to succeed, let current minority employees help swell their own ranks. Ask them to tell their friends and associates of opportunities at the newspaper.
- Post internal notices of all job openings, with outlines of duties and responsibilities. You may find that the secretary in the finance department went to art school, and could help out in the promotion or advertising department, if given the chance.

Orage Quarles III, director of advertising, The San Bernadino (Calif.) Sun:

"College students get the immediate impression that if they are not journalism majors, newspapers have nothing to offer. We lose valuable business and marketing majors, who could be tremendous assets to the newspaper."

BEST COPY AVAILABLE

- Post job opening announcements in supermarkets and shopping areas where minority candidates will see them.
- Use a personnel search firm, advertise in *Editor & Publisher* and *Publishers Auxiliary* and talk with your business contacts to find middle- or top-level minority professionals.
- While the national minority journalists' associations aim particularly at the newsroom, they also encompass other newspaper departments in their programs. Check page 13 of this manual for names and addresses of these organizations. List openings in their newsletters and check with their regional officers for help in finding business-side employees.
- Stay in touch with the growing number of minority employees moving into leadership positions in advertising, promotion, circulation, etc. Seek them out at conferences

and conventions, and ask for their advice and for permission to call them about future openings. They may know someone who would be just right for the job you have to fill.

- Don't overlook your own newspaper. Use it to announce job opportunities to all segments of the community—and give yourself more than a three-line classified. Do people in your town really know about all the opportunities available, especially in the circulation department, where the structure and duties are unique to your needs?

Reginald Tuggle, community affairs manager, Newsday, Long Island, N.Y.

"I work as a liaison between people hiring and people in the community. When I find out about a job bank in the community, I let our people know about it. I check with the agency about twice a year to see whether they are getting our job announcements and whether they are making referrals. Often the communication process breaks down. Sometimes the announcements don't reach people in the community until the job has been filled. That creates distrust in the community. What people don't realize is that our staff is stretched to its limit and has failed that time, unintentionally, to get the word out soon enough. On the other side, minority community agencies are sometimes too slow to take the initiative, to call us on a regular basis and find out what positions are open at present. The process admittedly lacks sophistication; my job is to streamline it."

Total Newspaper Job Fairs

While business-side or total newspaper job fairs are new on the scene, there are a few available for newspapers willing—or needing—to comb a wider geographical region for minority employees.

- In 1985, Newsday (Long Island, N.Y.) sponsored its first Marketing Job Opportunity Conference for minorities. That conference will be held each spring. Newsday invites newspapers, advertising agencies and magazines from states in the Northeast, but staffers say that all newspapers are welcome.

  The newspaper encourages attendance by representatives from advertising, circulation, promotion, marketing and research departments, as well as personnel officers, and recruits as participants minorities from business schools at New England and New York colleges. Newsday also informs minority caucus groups at various colleges, chapters of Hispanic organizations and the NAACP, etc. College juniors and seniors, as well as people already in the workforce, attend this job fair.

  For more information about Newsday's Marketing Job Opportunity Conference, contact Reginald Tuggle, community affairs manager, Newsday, Long Island, N.Y. 11747; 516/454-2183.
- ANPA Foundation will sponsor two job fairs to attract business-side employment candidates in 1986; one is scheduled in the early fall in the Louisville area. Tentative plans call for at least two each year in following years, as well. Contact the ANPA Foundation at 703/648-1000 for specific plans.

BEST COPY AVAILABLE

Job Fairs— What Are They?

A job fair usually covers a region of three to five states, bringing together newspaper recruiters and candidates for jobs and internships.

The word is sent to as many regional colleges as possible that recruiters will be interviewing for at least one full day. In the South, where many predominantly black colleges are located, job fair organizers make a special appeal to their students.

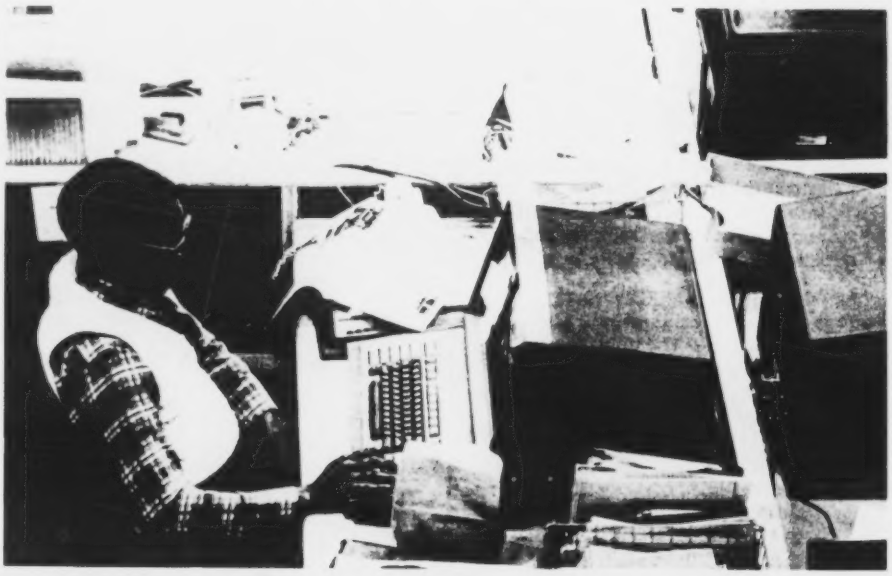
The fairs present both "self-help" workshops and time for interviews. Workshops cover developing resumes and portfolios, how to put a best foot forward in interviews, or any other topic related to entering the job market.

Some fairs invite people in the area who are already working at other jobs, but would like to make a change.

Since many job fairs are held in the fall, several months may go by before June graduates are available. Some attendees may be sophomores or juniors looking for internships. A few who attend will be just fishing or practicing interviewing skills, although most hope for real prospects at jobs or internships. Newspapers sending interviewers should have something tangible to offer.

A "how-to" guide on organizing job fairs is available from ASNE, P.O. Box 17004, Washington, D.C. 20041; 703/620-6087.

- In 1985 an ASNE job fair in Hartford became a recruitment opportunity for advertising, marketing, circulation and graphics jobs, as well as for newsroom positions. Northeast editors are considering a similar session for 1986.



Recruiting in the Newsroom

Several publications provide extensive details on hiring and retaining good newsroom minority employees. If you are looking for a reporter, editor or photographer, you might try:

- "Help is Available," a list of resource organizations associated with recruitment of minority journalists. Contact ASNE, P.O. Box 17004, Washington, D.C. 20041.
- A national 500-page directory called "Who's What and Where," listing America's black journalists, is available from Ben Johnson, University of Missouri School of Journalism, P.O. Box 273, Columbia, Mo. 65201.
- Three reports (one in 1984, two in 1985) on minority newsroom issues, programs and research, issued by the Associated Press Managing Editors. Each report contains a variety of articles on employment and coverage. The APME reports are available from ANPA's Public Affairs Department, Box 17407 Dulles Airport, Washington, D.C. 20041.

There are a number of national and regional groups whose programs can expand your minority candidate pool:

- The Institute for Journalism Education, the organization with the longest record for training minority journalists, provides an intensive summer-long program for 15 promising minorities with little previous newspaper experience each year. To find out how to go about hiring program graduates, contact Robin Azi, Summer Program for Minority Journalists, IJE, School of Journalism, University of California, Berkeley, Calif. 94702.

BEST COPY AVAILABLE

IJE also runs an editing training program for 12 minority journalists with at least one year's reporting experience. Contact Diane Molina, Editing Program for Minority Journalists, Journalism Department, Franklin Bldg. 101M, University of Arizona, Tucson, Ariz. 85721.

- The four minority journalists associations have memberships that have doubled and tripled in the last few years. Their newsletters, annual conventions and regional programs boast a wealth of information about the talents, activities and interests of hundreds of potential employees. You may be able to advertise a newsroom opening in one or all of their newsletters; consult a directory of their members; attend a national or regional meeting; attend a job fair; or ask their help in identifying students entering the job market. Contact names and addresses are:

Asian American Journalists Association
Karen Seriguchi, Executive Director
3921 Wilshire Blvd., #315
Los Angeles, Calif. 90010
213/389-8383

National Association of Black Journalists
Al Fitzpatrick, President
Knight-Ridder Newspapers Inc.
Herald Plaza
Miami, Fla. 33101
305/376-3934

National Association of Hispanic Journalists
Frank C. Newton, Executive Director
National Press Bldg., #634
529 14th Street, NW
Washington, D.C. 20045
202/783-6228

Native American Press Association
Loren Tapahe, Executive Director
P.O. Box 580
Window Rock, Ariz. 86515
602/871-5287

- ASNE maintains an office to help editors find minority employees. The ASNE minority affairs director is available to answer questions: 703/620-6087.

Newsroom Job Fairs

There are more than 20 national or regional job fairs for minority journalists each year. You have the opportunity to recruit at one within a state or two of your home town.

- ASNE sponsors 16 job fairs each year. Tentative sites for 1986-87 are Ann Arbor, Mich.; Baltimore; Birmingham; Boston; Charlotte, N.C.; Denver; El Paso; Jackson, Miss.; Kansas City, Mo.; Louisville; Milwaukee; Pittsburgh; Sacramento; St. Petersburg; San Antonio; and San Diego. Contact ASNE for information about the recruiting opportunities these job fairs offer; 703/620-6087.
- Howard University holds an annual Communications Conference each February, with an active recruitment program. Contact the School of Communications, Howard University, Washington, D.C. 20059; 202/636-7491.
- The annual Newsday Conference for News-Editorial Job Opportunities is held in the early part of the year. Many newspapers participate. Contact Reginald Tuggle, Newsday, Long Island, N.Y. 11747; 516/454-2183.
- The Journalism Opportunities Conference, sponsored by the California Chicano News Media Association, is held in February each year at the University of

BEST COPY AVAILABLE

Here is a list of community employment resources the Hartford Courant uses to help find minority employees:

Bulkeley High School
Church Academy
Community Renewal Team
Department of Labor, State of Connecticut
Hartford Neighborhood Centers
Hartford Public High School
National Puerto Rican Forum
Russwurm-Wells Society
Greater Hartford Association for Retarded Citizens Inc.
Girl Scout Connecticut Valley Council-Project Move
State Division of Vocational Rehabilitation
Urban League of Greater Hartford
Vietnam Veterans Center
Weaver High School
West Hartford Senior Job Bank
City of Hartford Senior Skills Job Bank
Capitol Region Educational Council
Legislative Black and Hispanic Caucus
Constructive Workshops Inc.
Employment and Training Administration

Southern California in Los Angeles. Contact Suzanne Manriquez, executive director, School of Journalism, University of Southern California, Los Angeles, Calif. 90089-1965.

- A number of national and regional meetings sponsored by minority journalists associations feature job fairs. Contact the people listed earlier in this chapter for specific information.

National Job Banks

Several organizations maintain job opening and/or candidate referral lists for journalists (but not yet for business-side employees). While they cannot guarantee an exact fit at any particular moment, they will be able to supply a good selection of names:

- JobNet, at the Institute for Journalism Education, accepts resumes from minority journalists, keeps the resumes on file, and delivers monthly lists of candidate names to requesting newspapers. Contact Debra Castellan, 415/642-8287.
- The Asian American Journalists Association has a Job Network to assist media employers in finding Asian American journalists. See page 13 for AAJA's address and telephone number.
- The California Chicano News Media Association has a computerized Job Bank that primarily lists Hispanic journalists. Contact Suzanne Manriquez, executive director, 213/743-7158.
- The Society of Professional Journalists, Sigma Delta Chi has a toll-free hotline for minorities seeking information on newspaper careers. SPJ/SDX keeps lists of all callers organized by state. Call Barrett Brunsmann, director of information, 312/922-7424.
- Job Bank is a commercial firm that specializes in several areas of recruiting—one of them for minorities. Contact Debra Bissinger, 2615 River Rd., Cinnaminson, N.J. 08077; 609/786-1910.

Possibilities for Cooperative State Efforts

What if yours is a small newspaper—one that can't afford to send a recruiter to college campuses or even to a job fair? Then perhaps you can help your state press or publishers association organize or participate in one or more of the following efforts:

- Form a coalition of newspapers to send recruiters to area colleges and universities, looking for names and descriptions of talent. A summary of job and internship possibilities at all participating newspapers could be distributed to minority job-seekers.
- Establish a referral service to circulate resumes of minorities seeking jobs in the state. While job banks are extremely difficult to maintain on a national basis, running a resume file on a statewide basis is a less complex task.
- Stay in close touch with local colleges: run short summaries of the resumes of minority graduates in the state press or publishers association newsletters.
- Contact the Society of Professional Journalists, Sigma Delta Chi to get state-by-state lists of potential candidates who have called SPJ's toll-free hotline for minorities seeking information on newspaper careers. (SPJ/SDX, 53 West Jackson Blvd., Suite 731, Chicago, Ill. 60604; 312/922-7424.)
- If regional chapters of the minority journalists associations cover your state, work closely with them to recruit minority staff members.

Grooming Future Newspaper Staffers

Starting Early . . . Very Early

Long-term recruiting demands an extended commitment and careful planning. It takes into account a grim reality for our industry: By the time minority students (and many non-minorities, for that matter) are in their second or third year of college, it is often too late to attract them to newspapers because they have been lured in some other career direction.

Opportunities abound to catch students' interests well before college. You might:

- Establish a Newspaper in Education program or add support to a program already in existence. NIE can weave into its curriculum approach the magic of newspapering through tours, visits to classrooms by newspaper staffers from all departments, direct lessons about newspapers in general and careers in particular, and active involvement in high school and city-wide career fairs.
- Take advantage of the Dow Jones Newspaper Fund's co-sponsored Minority High School Journalism Workshops (formerly called Urban Journalism Workshops). The Newspaper Fund shares costs with local newspapers and/or journalism schools to support about 25 summer workshops each year—giving minority students two weeks of college-level journalism instruction. The best writer from each workshop is entered in a national writing competition; four students are selected as winners of $1,000 college scholarships, renewable for four years of college. For more information, contact Thomas Engleman, executive director, Dow Jones Newspaper Fund, P.O. Box 300, Princeton, N.J. 08540; 609/452-2820.
- Develop your own business-side program patterned after the Dow Jones journalism program. Students can be brought in for several days or weeks to move through various departments, ride with district managers, go on advertising sales calls and learn about all the systems that operate to produce the newspaper.
- Adopt-a-School. This is a name as well as an activity. Across the country businesses are joining in public-private partnerships to support public education. If your newspaper adopts a predominantly minority elementary or secondary school, your staff will have countless opportunities to work with students and acquaint them with career options at the newspaper.
- Help school newspapers. Their advisers may know very little about journalism, and will be grateful for courses and consulting assistance. Both teachers and students will profit from learning more about how to produce a newspaper and sell ads for it. In general, too few minority students work on staffs of newspapers at multiracial schools. Put a little pressure on and give help to journalism advisers on ways to recruit minorities for the school newspaper.
- Take advantage of city-wide or national programs. In Los Angeles, a program called LEAD (Leadership Education and Development) selects 30 top minority high school juniors each year to take part in a program to attract them to business careers. Some go on to business programs in such prestigious schools as Columbia, UCLA and Wharton. The Times Mirror Company supports the LEAD program, on the premise that it may pay off by interesting some students in newspaper careers. For more information about LEAD, contact Muhammad Abdullah, senior associate director of admissions, Graduate School of Management, UCLA; 213/825-8874.
- Get involved with Youth Communication, a national program that sponsors city-wide newspapers run by young people. Youth Communication programs operate in several cities. You might start one in yours, or link up with its national Youth News Service wire service, featuring news by and about teenagers.

For the most part, young

Terry T. Travelstead, vice president/personnel, USA Today:

"Students are never too young to be recruited; some newspapers are going into junior high schools and even grade schools to interest minority students in journalism and other careers in the newspaper industry."

BEST COPY AVAILABLE

What Some Newspapers Are Doing for Minority Youngsters:

- The Akron (Ohio) Beacon Journal has joined Kent State University journalism school to bring students from a predominantly black junior high school into a newsroom once a week. Participating students select their own editors, organize story assignments and produce three tabloid newspapers per year. Although students participate on a voluntary basis, there have been almost no dropouts from this year-long program. Al Fitzpatrick, who started the program while he was editor in Akron, says the newspaper is tracking first year students to see whether an interest in newspapering stays with them.
- In several U.S. cities—Washington, Atlanta, New York, Milwaukee—public school systems have established communications career centers in high schools. These centers usually offer courses in print and electronic journalism and technology. Over the last five years, about 40 minority students have completed the Milwaukee program. A few already have entered the ranks of professional journalism. Call program coordinator Al Toussaint at John Marshall High School in Milwaukee for more information: 414/461-8830.
- The Macon (Ga.) Telegraph and News sponsors a Journalism Explorer Post and has a Teen Board to produce a weekly page for teenagers. Both bring promising minority students into the newsroom.
- The Poynter Institute for Media Studies in St. Petersburg, Fla. offers a model for those who want to try an ambitious summer program in news writing and editing for high school students. The High School Internship program runs for six weeks and, while not restricted to minority participants, has been heavily oriented toward them. For details, contact Poynter Institute, 801 Third St., South, St. Petersburg, Fla. 33701; 813/821-9494.

people involved in Youth Communication programs are minorities: the organization maintains a special program to help them enter college on a journalism or advertising track. For more information, contact Craig Trygstad, 202/429-5293.

- Start a Journalism Explorer Post at your newspaper. The Explorer program is sponsored by the Boy Scouts of America. (It includes boys and girls). Contact the Exploring Division, Boy Scouts of America National Council, Irving, Texas; 214/659-2000.
- Offer as many summer jobs as possible to minority students. In larger cities you can often take advantage of mayors' initiatives that pay the salaries of these young people.

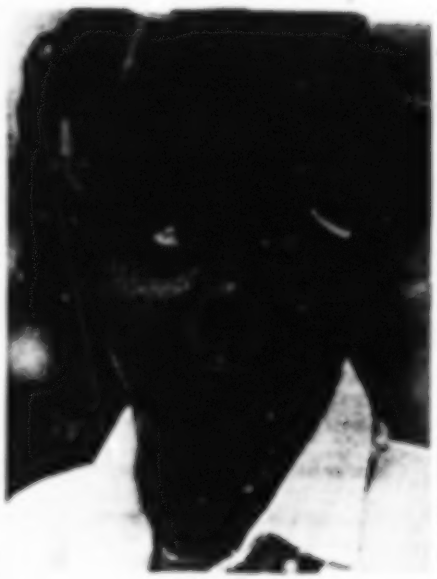
- Along with (but certainly not in place of) your attempts to lure large numbers of minority young people into careers in newspapers, pick a few who show promise as future "stars." Treat them the way college football coaches treat promising high school quarterbacks. Spend time with them; give them summer jobs; consider scholarships and internships in the future, and good jobs at the end of the rainbow.
- Support literacy programs in your community, especially those that feature strong writing instruction. When the door to self-expression is unlocked for youngsters or adults with creative minds, future journalists may be in the making.

BEST COPY AVAILABLE

Career Publications and Programs

Newspapers that work with high school students may want to provide these young people with additional resources. The following organizations have publications or programs to note:

- ANPA Foundation, The Newspaper Center, Box 17407 Dulles Airport, Washington, D.C. 20041; 703/648-1000. *Anatomy of a Newspaper* is a 44-page booklet for junior and senior high students that describes news, advertisements, information and entertainment offered by newspapers. Price: 1-99 copies, $1.00 each; 100 or more copies, $.75 each. *Newspapers . . . Your Future?* is a concise pamphlet designed to give students a quick look at the many jobs available on newspapers. Price: single copies free; multiple copies, $.15 each. ANPA Foundation also is working with other newspaper organizations to create a multimedia career packet that showcases jobs for the entire industry. The package will include a videotape and print materials, and will appeal to minority and non-minority high school students.
- The Dow Jones Newspaper Fund Inc. (see page 15 for address and telephone number) is a rich source of newspaper career information for minorities, including the *Journalism Career Guide for Minorities* (available at no cost) and the *1986 Journalism Career and Scholarship Guide* (single copies free; two or more copies $2.00 each).



College Level Programs

Newspapers have worked with colleges and college students for years to develop professionalism in preparation for careers in the business. Many of the programs that are most effective for minority college students are variations of those that have worked with all students. Following are ideas that might work at your newspaper:

- Establish one or more scholarships for minority young people in your area. Several choices must be made in setting up such a scholarship: Will your newspaper actually make the selection or will you leave it to the colleges to select scholarship recipients? Will you support students preparing for business-side as well as for journalism careers? Will you give scholarships for four years, or for a portion of that time? Will you augment the scholarship program with vacation and summer jobs, both to tide students over financially and to keep track of their career interests?
- Work closely with local colleges to help recruit new minority students and to convince those already on campus to consider jobs in newspapering. Allow your minority staffers to speak to college classes. Some may be willing to take roles as advisers or mentors to minority students.
- Provide summer or semester sabbatical programs for minority college professors. They will learn more about the newspaper business and be more inclined to steer students toward newspaper careers.
- Take part in ASNE's Project Focus, which organizes summer jobs for freshmen and sophomore students from predominantly black colleges. Or start your own local program, with a goal of keeping on track those students who enter college with plans to pursue newspaper careers but lose interest during the

Minority Interns at Gannett

The "total newspaper" approach to minority internships has been finely honed by Gannett Company. Each summer Gannett offers about 30 internships in newsrooms, 30 in USA Today's circulation offices, and 45 in various business departments at individual Gannett newspapers. The newspapers and the corporate office split the costs of paying local interns.

For further information, contact Vivyen Ray, manager, staffing and college relations, Gannett Co. Inc., P.O. Box 7858, Washington, D.C. 20044; 703/284-6238.

BEST COPY AVAILABLE

Sanders LaMont, executive editor of The Modesto (Calif.) Bee: "Between 1981 and 1984, The Modesto Bee had seventeen minority interns, part of a continuing program to encourage minority journalists. Each spent at least twelve weeks in the newsroom gaining experience and skills. All but two of the seventeen are employed, most of them in daily newspapers. . . . We have received a good day's work for a good day's pay. We have had no failures and some tremendous successes. The strongest interns walked in the door ready to contribute to the newspaper from the first day. They helped us through vacations and illnesses, and gave others time to take on special projects. The weakest of them—a relative term—taught editors about honing teaching skills and paying attention to detail."

formative first two years when they usually cannot take courses that train them directly for print journalism.

- Set up internships, either during summer break or as work/study programs in cooperation with area colleges and universities. Internships—both for news-editorial and business-side positions—are the best recruiting and training tools available to the newspaper business; in fact, they may be important first introductions to newspapering. There are no essential differences between internships for minority or majority students—there simply have been too few awarded to minority students in the past. For that reason, newspapers often set aside a number of internships specifically for minorities. Internships are an excellent way to develop minority talent.
- Contact "Inroads," a national program that identifies top minority high school students and provides year-round training and counseling for them throughout their college years. Businesses that work with Inroads-identified students pay a yearly fee for the support services provided by Inroads, and hire the students as interns each summer. Scripps Howard and Times Mirror are among the newspaper companies that support the Inroads program. In the summer of 1986 at The Denver Post, two Hispanic students will begin their third year of interning in promotion, research and advertising. Inroads is currently operating in 26 cities, but is expanding its base rapidly. Contact its national office at 1221 Locust, Suite 755, St. Louis, Mo. 63103; 314/241-7330.

Where Can Interns be Trained Outside the Newsroom?

- The Boston Globe brings minority interns into the accounting and classified advertising departments.
- The Courier-Journal and Louisville Times Co. hired a former minority intern who was trained in the personnel department.
- At the Syracuse Newspapers Inc., four minority students from a local community college are interning in the newspapers' production, marketing, advertising and circulation departments, and stand a good chance for permanent positions when they graduate.
- Or try a coop program—encompassing a longer time period than an internship. The Cleveland Plain Dealer works with some four or five schools in the area to bring students into the circulation department for six months at a time. Some come only once during their college years; others drop in several times. "A certain percentage are hired," says Russ Pinzone, personnel director. "The coop program gives us a chance to look at candidates and gives them a chance to look at the newspaper business."

BEST COPY AVAILABLE

Interviewing and Hiring

The interviewing process is especially critical to effective minority hiring. As more minorities join your staff, pressures on supervisors and applicants will lessen. Just seeing minority employees as they enter your building will lift most applicants' spirits.

For those first few hires, though, the interview itself may be rather difficult. Managers should picture themselves applying for jobs in a business that is more than 90 percent minority. Such a statistic would reflect a turn of the tables in most newspapers today—and should help managers understand why minority job applicants may appear nervous. Many may wonder what it was that brought them to the interview in the first place.

Interviewers should try to be hospitable, fair, comprehensive and enthusiastic in describing the newspaper and the available job. Top management will want to make it clear that this final step in the hiring process must facilitate rather than block minority employment.

Some specific hints:

- If the candidates are from out of town, you may want to introduce them to other newspaper employees and to majority and minority members of the community.
- It is not fair—nor legal—to ask minority candidates particularly probing questions that you would not ask non-minority candidates.
- Remind interviewers to assess each candidate individually. Someone trying out for a newsroom position who does not bring clips may not have been told clearly enough how necessary they are. Tell the applicant to send clips in, or give a writing test on the spot. Don't mistake anxious behavior at the interview for lack of capacity, until a number of efforts have been made to put the candidate at ease.
- Special workshops are available throughout the country to help companies develop equal opportunity hiring practices. You may want to send personnel and/or other managers to these workshops periodically.
- Urge interviewers to consider other areas in the newspaper that might be more appropriate when minority candidates and present job openings do not match.
- Be certain that candidates are given honest feedback, to assist them in future interviews with your newspaper or with others.

Interviewers who find suitable candidates should move quickly with job offers. Minorities still are admittedly in scarce supply as newspaper employees. You take a risk when you hire any job applicant: don't let old habits stand in the way of taking that same risk with minorities.

And don't forget that minority candidates also are taking a gamble with you, especially if they are among the first minorities to take positions at your newspaper.

Think, too, of new employees' immediate needs: Will they need cars? You may want to help in finding loans, or set up a special loan system yourself. What about housing? Some assistance in finding a place to live could be a lifesaver. Can a candidate really wait from May until October, when that job opening is guaranteed, without any salary? Several months overlap would hurt the newspaper far less than the salary gap would hurt the candidate.

Considering these concerns in the beginning should pay off with more comfortable, confident employees in the future.

BEST COPY AVAILABLE

Goals Aren't Quotas

But they do help achieve more balanced employment

By Derek Bok, president,
Harvard University

. . . Goals have a subtle effect on employment decisions that civil rights advocates do not acknowledge. Many judgments about whom to hire or promote are hard to make objectively. We are simply not that skilled in evaluating people and predicting their performance. Of course, some candidates are obviously better than others, but it is often unclear which of several candidates is the very best. Under a quota, an employer may be forced to hire even from among the applicants who are plainly less qualified. With a goal, one need not go that far. Yet, if minority or female applicants exist with qualifications reasonably comparable to the best alternative candidates, conscientious employers are likely to choose them in an effort to meet their targets.

Is this practice unfair? On balance, no. Minorities and women as a group benefit at the expense of white males as a group if they consistently get the nod in close cases. Nevertheless, this is not the reverse discrimination that the attorney general deplores. Any unfairness that exists is much less clear-cut and more diffuse than it is when a firm hires minorities or women whom it knows to be less qualified than white male candidates it passes over. Moreover, any unfairness against white males as a group is likely to be more than offset by the unfair advantages they receive through habits of discrimination and oversight that persist to the detriment of women and minorities in many firms and sectors of the economy.

Even if we can justify the mild advantages conferred by goals, some critics still argue that affirmative action stigmatizes those it purports to aid and undermines their self-respect by suggesting that they cannot succeed without government help. This is a view advanced with particular force by my colleague Glenn Loury, who speaks with daunting credibility as a black who grew up on the South Side of Chicago.

One cannot deny the risk of stigma any more than one can ignore the subtle preferences implicit in the use of goals. Yet despite Loury's concern, a recent Harris poll reports that 86 percent of blacks oppose administration efforts to weaken affirmative action. And well they might. Black unemployment is still more than twice that of whites. . . .

Faced with existing unemployment rates and the persistence of discrimination in parts of the economy, one cannot brush aside the Labor Department's findings that firms subject to affirmative action have increased their minority employees more rapidly than firms outside the government's program. Granted, it would be better to find a way of attacking the problem of economic inequality that did not involve even the faintest sort of preference or the slightest threat of stigma.

In time, we may reach that happy state through better programs of housing, early education and training as well as greater self-help efforts within minority communities. Yet, we do not see enough progress of this kind today. Community-based programs are often underfunded, and federal programs have been cut and seem destined to be cut again.

Meanwhile, poverty rates for minorities have risen in the 1980s. . . . In these circumstances, until alternative programs are funded and working well, I, for one, will continue to set goals gladly, buoyed by the realization that they may at least make some contribution to diminishing an enormous problem for us all.

©*The Washington Post*

Staff Development

Effective minority hiring policies are worthy goals, but in the long run they are not enough. Statistics tell us that there has been too little attention paid to training minority employees: grooming them for management positions: giving them a voice and a stake in the running of the newspapr business.

What the Research Says

According to a 1985 study published by the Institute for Journalism Education, many minorities now leave the newspaper business because they lack the opportunity to advance. "The Quiet Crisis: Minority Journalists and Newsroom Opportunity" lists among its findings that:

- Despite the common perception that lack of significant upward mobility for minorities can be attributed to their tendency to change jobs often, minorities are not notorious job hoppers. Among journalists interviewed, minorities had held an average of 3.1 jobs, while whites had an average of 3.8 jobs since the beginning of their careers.
- Minority journalists—minority women in particular—are more likely than whites to say they desire careers in newspaper management. That desire seems to be linked to the aspiration of many minorites to "effect change" both within and outside the profession.
- Though most minorities report they are either satisfied or highly satisfied with their jobs, some 40 percent expect to leave journalism, largely because of what they report as a lack of opportunity for advancement.
- On the other hand, the vast majority of minority senior

executives are highly satisfied with their jobs, and are extremely unlikely to think of leaving journalism.

What appears to be true is that the way to retain a minority employee is to do it the same way you would if you were trying to retain a white employee: Pay more money and create new career opportunities. The fact is, minorities not only want to enter journalism, but many who are already in newspapering want to stay in it. But the belief that there are few long-term opportunities for them is forcing some of newspapers' best trained minorities to consider other careers.

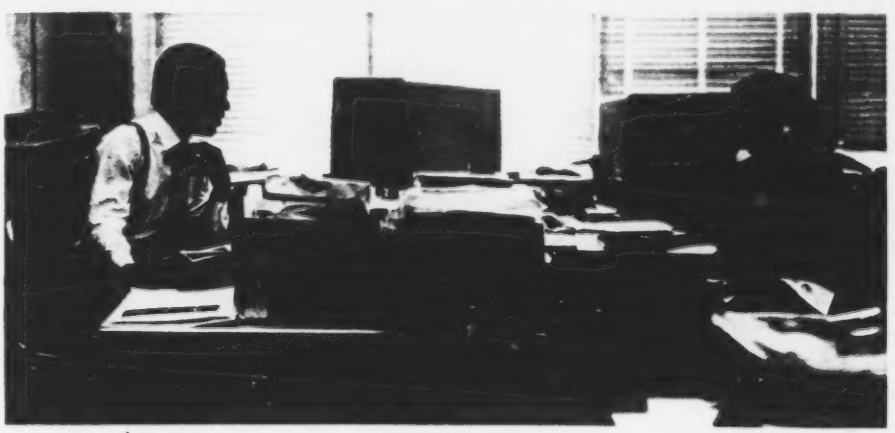
The Role of the Small Newspaper

The small newspaper has been the launching pad for many careers in our industry. Moving from a small newspaper to a medium-sized one and, perhaps, to a large one has been the accepted progression for both journalists and non-editorial staffers on newspapers.

In the case of minorities, however, that progression generally is not followed, simply because they seldom have been able to enter the job corps at smaller newspapers. Too many assumptions have been made about minorities not "fitting in" on a small staff, or not being willing to leave large cities.

Yet many people at small newspapers say that the lure of the "farm system" is actually a help. In one form or another, managers of small newspapers have expressed it this way: "When we can say to prospective employees that their predecessors have moved on to large urban dailies, we have added an attractive element to the positions we offer."

Some small dailies in predominantly white communities



BEST COPY AVAILABLE

Robert Maynard, president and publisher, The Oakland (Calif.) Tribune:

"Small newspapers are the places where journalists learn their craft. Until [small newspapers] accept their responsibility as the first link in a farm club system, minority journalists will find coming up through a newspaper a difficult task. I started on a small newspaper, and it was a place that I could both learn and grow."

genuinely want to integrate. Says John F. Greenman, executive news editor of the Akron (Ohio) Beacon Journal and formerly editor of the Warren (Ohio) Tribune Chronicle, a newspaper with a circulation under 50,000: "Whether a small daily is able to attract good minority journalists is closely related to its ability to attract good journalists generally."

Good journalists, he explains, want to work for small dailies that are:

- Committed to editorial excellence.
- Run by editors who handle people with respect, ability and fairness.
- Able to pay competitive salaries.
- On record as feeding their staff to quality metropolitan newspapers.

In addition, Greenman says, good minority newspaper employees want to work for dailies that:

- Seek to have staffs that are as integrated as the communities they serve, and
- Once integrated, are color blind in the treatment of staff.

Steps to Take Throughout an Employee's Tenure

Managers and editors must develop systems to cut down on both unconscious and conscious racism if minority employees are going to realize their full potential as newspaper people. This will demand attention to personnel development at a number of stages in an employee's career.

Orientation. In addition to the usual comprehensive orientation for all new employees, you may want to consider giving minority employees a little extra help. Such help is often best provided by a mentor. Publishers of small newspapers might serve in this capacity themselves. Or co-workers—other minority employees, if that is possible—can be asked to act as mentors.

A mentor can help new employees find housing, acquaint them with the community, introduce them to formal and informal operating systems within the newspaper, and talk with them about problems encountered early on the job. Supervisors may share in this responsibility, but sometimes supervisors do not have the time or the relaxed lines of communication to determine whether new employees are fitting in, getting settled and feeling satisfied with their work.

Evaluation. It is especially important to provide new employees with frequent and honest evaluations, having gone through a reasonable probationary period. Consider asking minority employees periodically how they are progressing and whether problems have arisen.

Try not to let anxiety (theirs or yours) get in the way of new employees' success. You may need to reassure newcomers of your confidence in their ability to do the job. A day or two of introductory training on machinery, in library research or, simply in finding ways around the city, might be part of this reassurance.

If, for whatever reason, minority employees do not work out, don't hide the fact from them or yourself. Explain the problem, terminate the employment and try again. No newspaper has ever "batted a thousand" in its hiring practices.

While you should try again and again to hire minorities, be aware of the negative image of the "revolving door"— in which minorities are hired for short periods of time, only to be quickly terminated at what appears to be the employer's whim. Revolving doors offer no measure of success and in the end only hurt a newspaper's credibility. If statistics start to show that minorities are hired and fired at a rapid rate, look to your present policies and staff attitudes to see whether the problem lies there.

Fitting into the "corporate culture." Beyond the initial orientation to a new job is the long-term process of adjusting to your newspaper's culture and value system. This was a simpler process

when newspapers were run and staffed almost exclusively by white males. But for the foreseeable future, minority employees will be introduced to a corporate culture that is itself in flux because of their presence and influence.

A number of techniques can help move the multicultural approach into place more rapidly. Social occasions break the ice. Thus, you might initiate informal departmental get-togethers. Encourage newsroom staff members to become acquainted with the various cultures in your city, and follow leads for good stories in the process. For special projects, team employees who might benefit from closer exposure to each other's culture. Take logical advantage of minority employees' backgrounds in assigning them to cover events in minority communities, but avoid allowing such assignments to become dead-end jobs.

Don't establish an environment that is supersensitive to racial differences, but don't ignore the problems those differences can cause. Misunderstandings and careless remarks or actions can cause sores if allowed to fester. If you need professional team-building help for your staff, get it.

Consider using carefully constructed exit interviews of minority employees to cast light on issues that would not otherwise surface.

Training and promotion. All employees benefit from the knowledge that their talents are valued, that their future can include more responsibility and more money and that they won't be overlooked as new opportunities arise. This is a given for white and minority employees alike, but it hasn't been assured automatically to minorities.

Audiovisual Aids for Minority Programs

The Tale of "O"
This is a light, but provocative visual (available on film and videotape) that uses symbols—a lone "O" joins a large group of just-alike "X's"—to examine the challenges of integrating a workplace. The film may be purchased as a complete training package, with instructions for the presenter and handouts for participants. The package has been used successfully for a number of years by a variety of businesses, including some newspapers. While relatively expensive (the price ranges from $680 to $720), it can be an effective tool for sensitizing people of all races to stereotypical reactions that are experienced during workplace changes. Available from Goodmeasure Inc., P.O. Box 3004, Cambridge, Mass. 01239; 617/492-2714.

It's Your Newspaper
A slide show originally developed for black newspaper readers by the Newspaper Readership Project, this presentation also has value as a newspaper careers presentation for minority students. By picturing and quoting black people in all departments, it shows how newspapers involve minorities in the entire process of creating the final product. The slide show also presents the newspaper industry's commitment to covering the black population and its concerns. Available at $75 (including handling and postage) from the Newspaper Advertising Bureau, 1180 Avenue of the Americas, New York, N.Y. 10036; 212/921-5080.

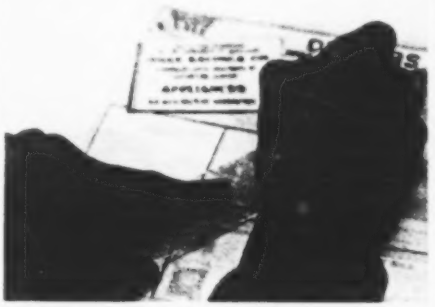
Videotapes of "The Urban Crisis" Seminar, with Charles King
As described on page 4 of this manual, this series of tapes demonstrates the direct, confrontational examination of race relations that the Atlanta Journal and Constitution have been using to train managers. Contact Alexis Reeves, manager of the Video Edition, to discuss availability: 404/526-5389.

BEST COPY AVAILABLE

If we have failed to include minorities in training workshops and seminars offered on the corporate, regional and national level, it probably has been the result of unconscious exclusion. Nonetheless, it will take a conscious effort to effect a change.

A system of career planning for minority employees will demand such conscious attention. Ask minority employees when they first start with you what their hopes are for the future, and keep asking. Disabuse them of unrealistic dreams, but be sure to examine your own assumptions as to what really is possible. Encourage plans that fit well with your expectations for your employees. If minority employees on your staff are good candidates for promotion in the near future, select a training session and send them to it. It will be easier for you to move them ahead when the occasion arises.

Remember to check often on the progress of minority employees on your staff. Take an active role: Suggest training programs before your staff members ask for them. Minority employees should not have to wait in line to get needed training.



Some Specifics on Minority Training Programs

A number of newspapers and newspaper groups have organized special training programs for current minority employees or those about to enter the business:

- The Los Angeles Times runs both news-editorial and business-side training programs for minorities. One is METPRO, an 11-month program in reporting and photography. Candidates need not be journalism graduates. The newspaper provides furnished accommodations and a stipend to enrollees, as well as access to company cars for use on assignments. Of the 18 minority college graduates who have entered the program since its inception, only one has not completed it. For information, contact Larry Lane, director of METPRO, Los Angeles Times, Times Mirror Square, Los Angeles, Calif. 90053; 1-800-LA TIMES.

  The Los Angeles Times also has a minority training program in its advertising department. Three trainees are in display advertising; three are in classified. The length of the training program varies, depending on how quickly trainees pick up selling techniques, as well as on how soon jobs open up on the staff. Usually two of the six trainees come from among current Times employees; the remainder are recruited from outside. Contact Herman Fields, at the above address and phone number, for more information.
- For the past eight years, Capital Cities Communications Inc., now Capital Cities/ABC Inc., has conducted a one-year training program for minority college graduates. In this program, interns work in the editorial and photography departments of three newspapers (usually a small, medium and large newspaper) for a period of four months each. The program offers weekly salaries and moving stipends, along with furnished apartments, but interns must supply their own automobiles. Although employment is not guaranteed at the end of the program, since its inception 86 minority interns have accepted full-time positions with Capital Cities newspapers. For information contact David Daris, program coordinator, Capital Cities/ABC Inc., Minority Training Program, Times Leader, 15 N. Main St.,

BEST COPY AVAILABLE

In Sum . . .

Wilkes Barre, Pa. 18711.

- The Boston Globe has a one-year minority development program for reporters, editors, photographers and graphic artists. Primarily for minorities who are already working at small newspapers, the program offers three positions each year and pays according to experience. To date, 70 percent of the participants have received staff jobs or offers after completing the program. For information, contact Ann Moritz, assistant to the editor, The Boston Globe, Boston, Mass. 02107; 617/929-2000.
- And more: ANPA Foundation offers about 25 full-pay fellowships to newspaper-related training seminars each year. The American Press Institute gives minorities automatic acceptance if they are nominated for a seminar by their newspaper. The Institute for Journalism Education runs a program on editing and another on management for minorities each year. The University of Missouri is planning a multicultural management program mainly for minorities in 1986.

There is no mystery to recruiting and developing the talents of minority employees, any more than with other employees. If the truth be admitted, the newspaper business has come relatively late to the recognition that money spent on human resource development pays for itself many times over in a better product, more satisfied employees and more appreciative customers.

We have made great strides in general personnel practices in recent decades. There is no reason that the same kind of progress cannot be made with minority employees in particular.

This manual touches on some of the issues, tells what some newspapers are doing to address those issues and offers specific suggestions for possible application by newspapers that want to make changes. We encourage you now to use the related Minority Employment Plan to develop a model program to guide your newspaper for the next several years.

Our task as newspaper people is to continue doing our job—telling the truth not only to the public, but to ourselves. If we do, we can succeed in bringing a healthy diversity to both the pages and offices of our newspapers.

A "Model" Program

There can be no prescribed model program for recruiting and retaining minorities. Each newspaper will need to develop its own approach based on circulation size, community and philosophy. The simple checklist that follows, though, will help you examine whether you have covered the bases necessary to succeeding in this process. Ask yourself, "Have we thought about . . . "

- ☐ Advancing minorities in *all* departments of the newspaper?
- ☐ Establishing a positive environment among present employees for successful minority hiring?
- ☐ Recruiting plans?
- ☐ Interviewing and hiring techniques?
- ☐ Training and promotion plans for minority employees?
- ☐ Scholarships?
- ☐ Internships?
- ☐ Working through school newspapers and other school programs?
- ☐ News coverage and community contacts?
- ☐ Evaluation of progress on a regular basis?

If you can check most of these areas, your model program is on its way.

BEST COPY AVAILABLE

Appendix

Task Force on Minorities in the Newspaper Business

The following organizations are members of the Task Force on Minorities in the Newspaper Business:

Allied Daily Newspapers
American Newspaper Publishers Association
American Press Institute
American Society of Newspaper Editors
Asian American Journalists Association
Associated Press Managing Editors
Association for Education in Journalism and Mass Communications
Association of Newspaper Classified Advertising Managers
Inland Daily Press Association
Institute for Journalism Education
International Circulation Managers Association
International Newspaper Advertising and Marketing Executives
International Newspaper Financial Executives
International Newspaper Promotion Association
National Association of Black Journalists
National Association of Hispanic Journalists
National Conference of Editorial Writers
National Federation of Press Women
National Newspaper Association
Native American Press Association
New England Newspaper Association
New England Press Association
Newspaper Advertising Bureau
Newspaper Association Managers
Newspaper Personnel Relations Association
Poynter Institute for Media Studies
Society of Professional Journalists, Sigma Delta Chi
Southern Newspaper Publishers Association
Suburban Newspapers of America

Officers: Loren Ghiglione, editor and publisher of The Bristol (Conn.) Press and chairman, ASNE Minorities Committee—Task Force chairman; Mervin Aubespin, associate editor/development of the Courier-Journal and Louisville Times and former president, NABJ—Task Force vice chairman; Charles Brumback, president and chief executive officer of the Chicago Tribune Co. and ANPA board member—Task Force vice chairman.

Terri Dickerson-Jones, ANPA Foundation staff liaison to the Task Force.

Background. Newspapers have a fundamental and constitutionally protected role in American society. In their unique position, they have a special responsibility to ensure that all of America has a voice in the press. Newspapers are keenly aware that minorities should constitute a fair portion of their work force. Diversity in the work force is a major goal of the industry. To further this objective, the major national and regional newspaper associations have created a Task Force on Minorities in Newspaper.

The Task Force members share these general views:

- Minorities should be represented fairly in all departments of the newspaper.
- Producing a newspaper demands a great variety of skills, aptitudes and abilities. There are excellent opportunities for minorities of all educational levels in the work force of the nearly 1,700 daily newspapers and 7,700 weeklies in the United States. Daily papers currently employ about 450,000 people, and the future of newspapers has never been brighter. The daily newspapers are still the largest advertising medium in the United States, and the major collector and generator of news.
- Many newspapers have good records in hiring and promoting minorities. An aggressive approach to recruiting and retaining minority employees, however, is necessary if newspapers are to obtain the best talent. A program is needed to promote awareness among minorities of the excellent career opportunities that await them in the newspaper business.
- Newspapers operate in a competitive atmosphere, and individuals who choose to work in the field can expect to find their jobs challenging and satisfying. Their compensation should be commensurate with their effort and ability. Newspapers should expand training opportunities to enable minorities to qualify for employment.
- As a principal citizen in every city and community of moderate size in America, the newspaper has an unusual ability to reach out to minorities throughout the land. The newspaper can use its own pages and existing resources to promote equal employment opportunity within its own house.

The overall mission of the Task Force is to increase opportunities for minorities in the newspaper business. The major objectives are:

1. To generate a minorities program for the industry as a whole. The program should include hiring, training, promoting and retaining minorities in the newspaper business.
2. To encourage participating associations to develop their own minority programs that relate to their particular segments of the industry.
3. To develop education and training opportunities for minorities.
4. To encourage newspapers to work with minority organizations, institutions and schools in their own communities to promote minority interest in newspaper careers.
5. To share information and ideas among the participating associations, encouraging a cross-fertilization of ideas and eliminating duplication of efforts.

Photographs in *Recruiting and Retaining Newspaper Minority Employees* were taken at The Baltimore Sun, USA Today, The Washington Post and The Washington Times. The ANPA Foundation wishes to thank those newspapers for opening their doors so readily to our photographer. The California Chicano News Media Association and the Newspaper Advertising Bureau also supplied photographs; the Foundation appreciates the contribution.

The ANPA Foundation also gratefully acknowledges the invaluable assistance of the Newspaper Personnel Relations Association in preparation of this manual and the accompanying Newspaper Minority Employment Plan.

Publications and articles listed below were used as resource materials for *Recruiting and Retaining Newspaper Minority Employees: How To Do It.*

Affirmative Action: A Comprehensive Recruitment Manual, Robert Calvert Jr., Garrett Park Press

American Society of Newspaper Editors: *The Bulletin*, February 1985; *The Bulletin*, February 1986; "The Minority Challenge," by David Hawpe; "Minorities in the Newsroom: A California Editors' Guide to Increasing the Presence of Minorities in Our Newsrooms"; "Success Story—A Guide for Smaller Newspapers," by John F. Greenman

Asian American Journalists Association newsletter

Associated Press Managing Editors: Report of the Minorities Research Committee, October 1985

California Chicano News Media Association newsletter

Fortune, September 16, 1985

Gannett Company: "Facts and Faces"; "Gannett Company Inc.: The Opportunity Company"

Institute for Journalism Education: "Outlook"; "The Quiet Crisis: Minority Journalists and Newsroom Opportunities"

Journalism Career Guide for Minorities," Dow Jones Newspaper Fund

"Keeping the Faith," Ellis Cose, *The Quill*, October 1985

National Association of Black Journalists newsletter

National Association of Hispanic Journalists newsletter

Newspaper Personnel Relations Association newsletter

presstime

The Washington Post